



Keeping Workers Safe |
The First 90 Days



Larry Pearlman

VP EHSS at AFL Telecommunications, a manufacturer of cable, wire and fiber optics.

Expertise in safety, organization culture and change management.

Select clients include BP, Chick-Fil-A, Delta Air Lines, ExxonMobil, FedEx, Hess, HSBC, Milliken, National Grid, Northrop Grumman, Pfizer, Shell, Suncor and Toyota.

Larry has been employed by Amoco, BP, Marsh McLennan, SafeStart and Pfizer.

B.B.A. from the University of Iowa.

M.A. from the University of Illinois.

Professor at the University of Illinois since 2012.

Professor at Columbia Southern University since 2024.

What's Really Important to Larry!



Erika Pouliot

Director, Environmental Health & Safety

High Liner Foods

High Liner Foods is a leading North American processor and marketer of value-added frozen seafood. Our retail branded products are sold throughout the United States and Canada under the ***High Liner, Fisher Boy, Mirabel, Sea Cuisine*** and ***Catch of the Day*** labels, and are available in most grocery and club stores. We also sell branded products under the ***High Liner, Icelandic Seafood, Mirabel*** and ***FPI*** labels to restaurants and institutions, and are a major supplier of private-label, value-added frozen seafood products to North American food retailers and foodservice distributors.

B.A. in Natural Sciences from Saint Anselm College

SHRM-SCP and CSP certified

What's Really Important to Erika!





Has a PowerPoint Ever Saved a Life?

What's your experience with onboarding new hires?
(Introduce yourselves, too!)

Most Employees Don't Recall Their Safety Training

- Nearly **one-third** of the nonfatal occupational injuries or illnesses that involved time away from work were suffered by workers with **less than one year** of service.
– US Bureau of Labor Statistics
- Nearly **one-quarter** of these cases resulted in **31 or more days away from work**.
- Ken Kolosh, National Safety Council
- **80 percent** of workers who were in their first year of employment **could not remember receiving any workplace safety or orientation training**.
- Peter Smith, IWH

*Institute for Worker's Health



First 90 Day Injuries

Hand & finger lacerations



Upper arm and lower back strains



Slip, Trip and Fall injuries



Knowing this, what needs to be done differently?

Basic Means Basic!



A large construction project got off to a rough start with three first aid cases in the first two days of work.

The injured employees had one thing in common:

They did not know their foreman's last name or how to contact them.

Project leadership called a safety stand-down and crews completed a series of team building exercises.

The remainder of the project was injury-free

The First 90 Days Are Critical For Employees

Three questions employees ask in the first 90 days:

- ▶ **Can I do this job? Role clarity and expectations**
- ▶ **Do I belong: Social integration and support**
- ▶ **Can I thrive: Feedback and development**

Addressing these needs lead to higher engagement, improved performance, and increased retention of new employees.



Setting the stage for the entire employment relationship



Start Before They Start!



Scheduled for an interview?

Download our interview toolkit to help you prepare.

[Interview preparation >](#)

Does your website give recruits a sense of job hazards?

Inject Safety Into the Hiring Process

Example: A large construction project produced videos shot with go pro cameras mounted on hard hats to give new employees a preview of the job site and key hazards



Job Descriptions
Clear Safety Expectations
Use of Descriptive Video



Recruiting
Realistic Job Previews & Physical Demands Descriptions



Selection
Safety Behavioral Interviews



Caring & Ownership
Team Ownership of The Hiring Process
Demonstrate Caring

Discussion:
What are the biggest
operational risks
your new hires face?

Are they covered
well enough in your
onboarding process?



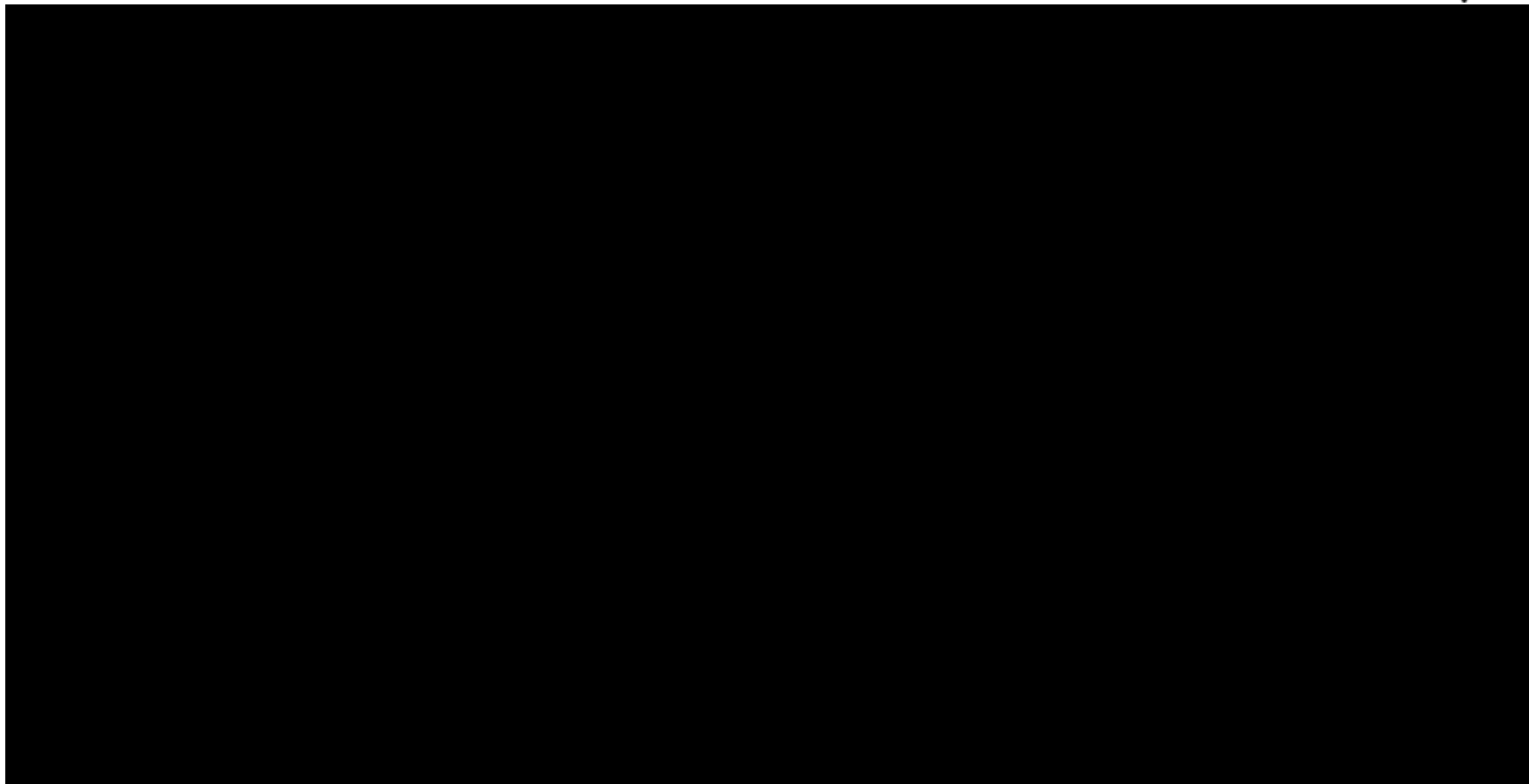
New Hire Risks



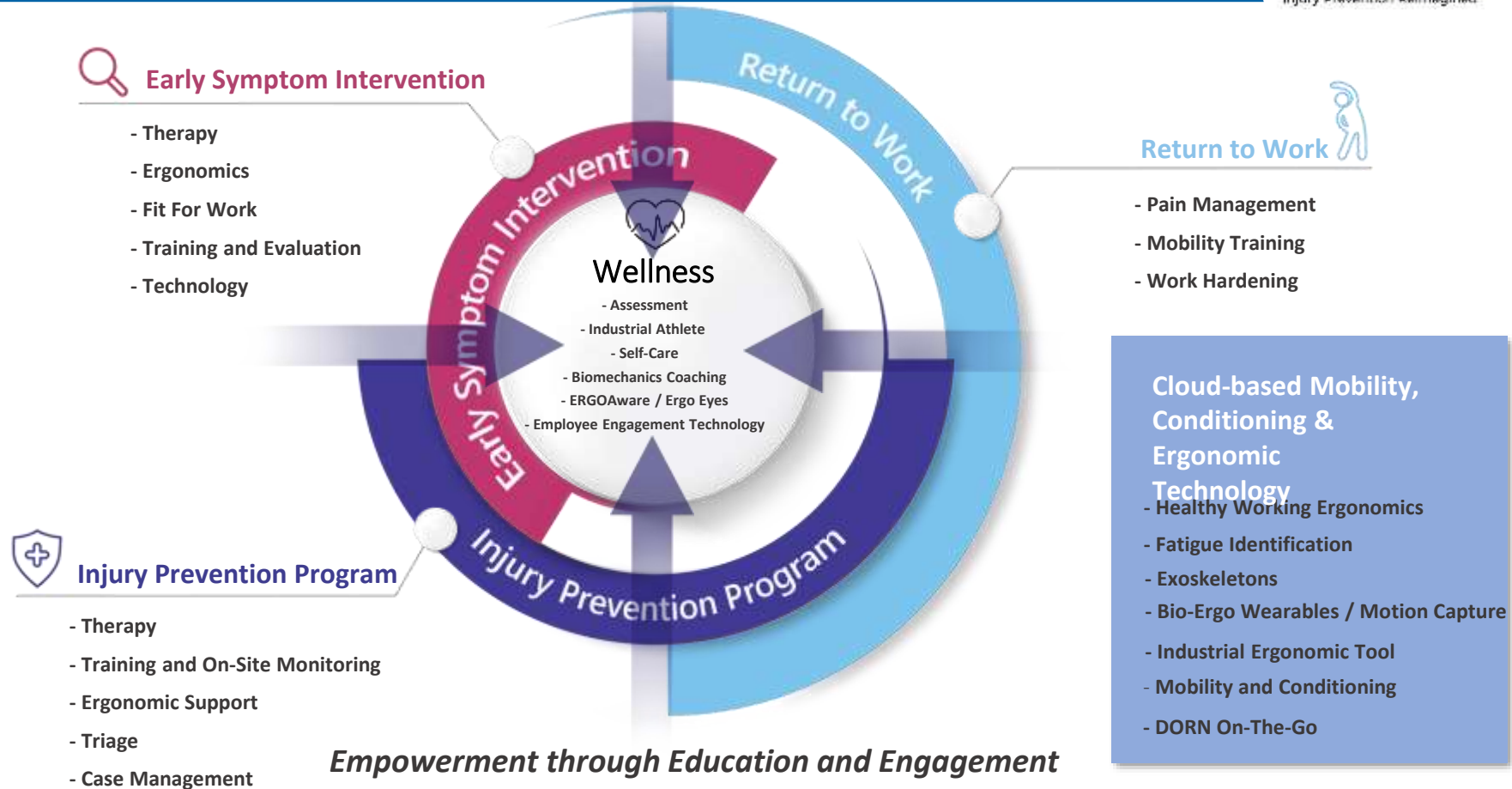
Onboarding Video



[Highliner Hand Safety v6 on Vimeo](#)



Implementation of Integrated Safety Model

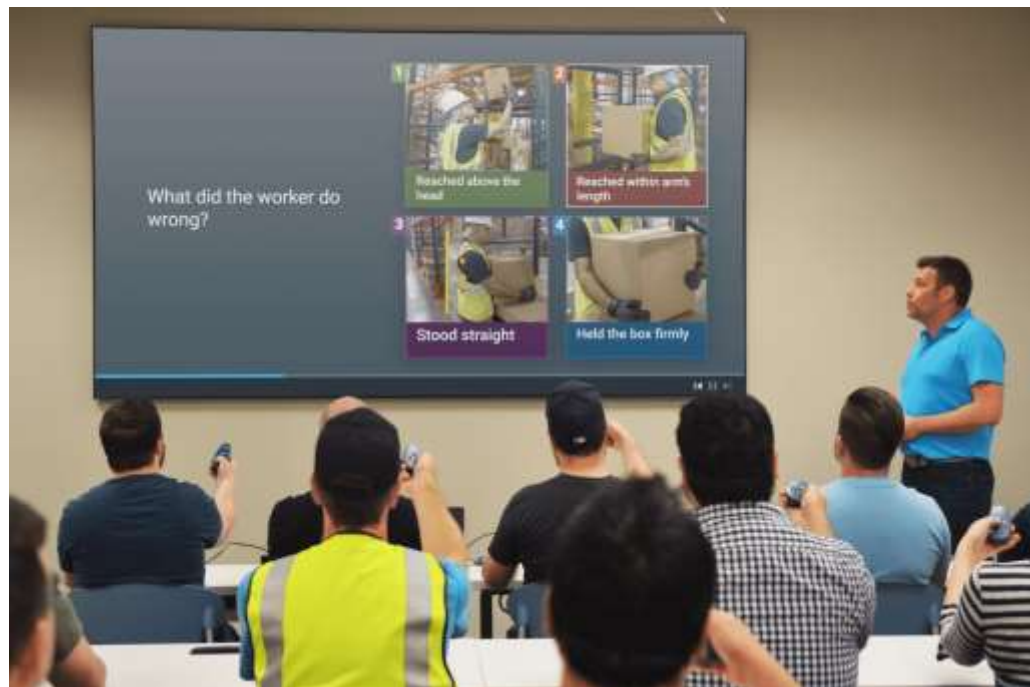


Cardinal Safety Rules



INTEGRITY

Onboarding Tools



What Do Workers Say About Their First Day?



What Should They Say?



The Power Of Moments by Chip and Dan Heath



The leadership team at a commercial bakery planned "touch points" with new employees - specific opportunities to engage and influence teammates in their first 90 days.

In addition to the usual orientations and presentations, new employees found a personal, handwritten note from their manager when they first arrived."

Unlocking the Power of Emotion!



How well does
this slide
convey...

...The logical
(minds)?

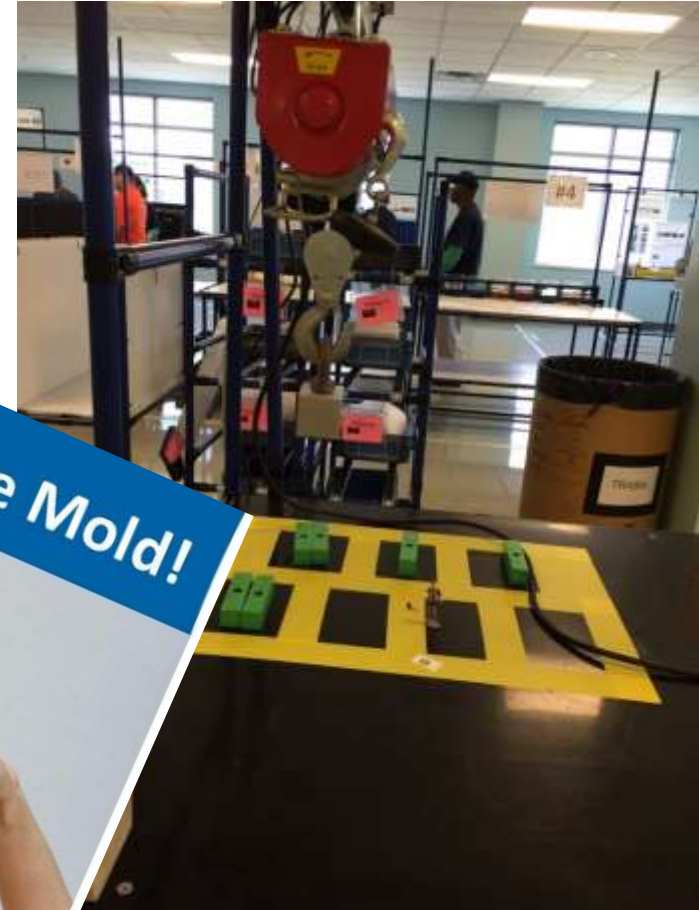
...The emotional
(hearts)?

POPSICLE MOMENTS

Magic Castle Hotel



道場
Safety DoJo:
Place of the
Way



Basic Safety and Health Philosophy of TOYOTA Group



Message from Mr.
Toyoda since 1957

Safe Work
Reliable Work
Skilled Work

Safe Work is "the door" to all work.
Let us always pass through this door first.
- Mr. E. Toyoda

Break the Mold!



Interactive Safety Training for Newly Hired FAs

Learning Maps Training Model



Break the Mold!



Learning Maps

Show Them!

Blind Reach

Lift Truck
Safety



Where Can Onboarding Become More Memorable?



4 : 1

**Reinforcement to
Correction**

Graduation

- Competency based
- Verified
- Retire the green hat
- Make a big deal about it!



Larry Pearlman & Erika Pouliot



Larry Pearlman



Erika Pouliot

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